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ABSTRACT

This book shows how transformational leadership is expected to contribute to an organization's efforts to improve its operations and the best use of its human resources. The concepts of transactional and transformational leadership are introduced within the framework of a full-range model of leadership. This model is applied to research, development, and training that have already appeared. Following the introduction, chapter 2 explores the process of delegation used to develop subordinates. Chapter 3 shows how transformational leadership can also be observed in organizations as indirect, bottom up, and horizontal. The fourth chapter presents a set of principles for how teams and small groups in general develop and function effectively. Chapter 5 examines how transformationally led multifunctional teams (MFTs) develop cooperation between different functions of the organization to speed the cycles of product and process innovation and renewal. The sixth chapter merges the model of the Four I's of transformational leadership--individualized consideration, intellectual stimulation, inspirational leadership, and idealized influence--with a model of team and organizational decision making. Chapter 7 integrates the concepts of total quality management (TQM) and the full range of leadership to offer a more comprehensive model for designing and running optimally effective organizations. The eighth chapter describes the types of change efforts undertaken by multinational companies and suggests innovative change and change-evaluation strategies. Innovations in human-resource practices important to the success of corporate reorganization are described in the ninth chapter. The final chapter highlights the central points of the preceding chapters and integrates the core ideas covered in each chapter. References accompany each chapter. Six tables, 12 figures, and subject and author indexes are included. Appendices contain techniques for reduction in force. (LMI)

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